The Potential of Landscape Approaches for Addressing Child Labour in the Cocoa Sector

A Synthesis of Six Case Studies

September 2024

International COCOA Initiative

Protecting children and their families in cocoa growing communities

The International Cocoa Initiative is a non-profit partnership organisation dedicated to improving the lives of children and adults in cocoa growing communities. We are experts on child labour and forced labour in cocoa, advising governments and corporations to inform their practices and influence decisions-making, and working with NGOs in the field. We are committed to achieving sustainable cocoa production that protects the rights of children and adults worldwide.

In partnership with:

✳ KIT INSTITUTE

www.cocoainitiative.org | info@cocoainitiative.org

ICI Secretariat in Switzerland
Chemin de Balexert 9,
1219 Châtelaine | Switzerland
+41 22 341 47 25

ICI National Office in Côte d'Ivoire
II Plateaux, 7ème Tranche, Lot 3244, Ilot 264,
Abidjan-Cocody | Côte d'Ivoire
+225 27 22 52 70 97

ICI National Office in Ghana
No. 16, Djanie Ashie Street,
East-Legon | Accra | Ghana
+233 302 998 870

Summary

Child labour remains a persistent human rights issue in the cocoa sector, negatively impacting children's health, well-being, education, and other rights. A 2020 study estimated that 45% of children living in agricultural households in cocoa-growing areas of Côte d'Ivoire and Ghana were involved in child labour in cocoa production.

Cocoa sector stakeholders, including governments, the cocoa and chocolate industry and civil society, have implemented multiple policies and programmes to prevent and address child labour, but challenges remain. These include poor coordination, gaps in the coverage of effective interventions in some areas, and a duplication of efforts in others.

In recent years, "landscape approaches", "area-based approaches" or "jurisdictional approaches" have increasingly been used to address sustainability challenges in multiple contexts. These are ways of working that aim to achieve systemic change, by actively involving all stakeholders in a defined geographic zone.

To date, landscape approaches have not been commonly used to address social issues like child labour in cocoa but may have the potential to help overcome common challenges and accelerate progress. To better understand this potential, this study aimed to identify examples of landscape approaches that sought to tackle child labour. It analyses these examples to assess their effectiveness at preventing and addressing child labour, as well as to identify good practices in terms of set-up, implementation, management, and monitoring and evaluation.

Based on an operational definition of a "landscape approach" – an approach that aims to resolve issues by taking into account the interconnectivity and interaction of all stakeholders and layers within a certain geographical area, beyond the timeframe of the programme itself – the review identified six case studies that met most of these criteria in the context of small-holder farming in sub-Saharan Africa. The report provides a detailed overview of each of the six case studies, describing the set-up and management structure, funding, timeframe, objectives and results.

Overall, the review found a lack of evidence on the impact of landscape approaches on child labour, making it difficult to determine their effectiveness in preventing and addressing child labour. This is due to several reasons: the limited maturity of the six case studies examined; a lack of robust monitoring and evaluation frameworks; and challenges related to implementing activities at scale within landscapes.

Despite the lack of evidence, in theory, landscape approaches may have the potential to support effective and sustainable action to prevent and address child labour and are likely to be increasingly used in the coming years as a means of coordinating the efforts of multiple stakeholders at a meaningful scale.

Drawing on the six case studies examined, the following recommendations are relevant to the design and setup of future programmes at landscape scale, including those to address child labour:

- **Plan for long timeframes and invest in cultural change**. Landscape approaches are long-term endeavours that require significant time to set up and even longer to achieve any results. It is essential to allow sufficient time and budget for planning and implementation, to effect sustainable change in norms, behaviour and practices.

- **Involve local communities, local public stakeholders**, **traditional authorities, and public and private organisations from the start**. This helps ensure the programme design is relevant to the target area, to integrate local knowledge and foster local ownership and responsibility. Empowering local public stakeholders and supporting existing mandates can reduce dependence on external support.

- **Develop a Theory of Change, involving all stakeholders, to align objectives and methods, and use this to monitor progress and impact**. Understanding who does what, where and for whom is an important first step. A Theory of Change is a useful tool for programme design and management – it obliges stakeholders to think about how change should happen to achieve desired objectives across the landscape. Monitoring frameworks should be closely linked to the theory of change, helping stakeholders to identify challenges early on, test assumptions about how change happens, and inform adjustments to the programme so that planned impacts can be achieved.

- **Invest in monitoring and evaluation to improve performance and measure impact.** Designing a programme with evaluation in mind from the start has several advantages: real-time data about program performance informs operational decisions and generates evidence of impact in the long term. Key considerations include linking the monitoring framework to the theory of change, ensuring quality baseline data is available, and identifying appropriate strategies to ensure changes observed can be attributed to the programme, such as the use of control groups. Evidence of outcomes and impact is also vital for stakeholders to be able to make claims about their contributions to landscape outcomes.[1]

- **Design holistic intervention packages to address different root causes simultaneously**. Landscape approaches are good opportunities to combine interventions at multiple levels (household, community, regional and national), to address challenges going beyond a single supply chain.

- **Aim for joint public-private financial partnerships**. The development of pooled funding mechanisms, in which both public and private stakeholders contribute, ensures funds are available to implement activities and promotes shared responsibility for outcomes.

---

[1] ISEAL, 03 Landscapes position paper on making effective company claims about contributions to landscape outcomes - August 2023

Table of contents

Table of figures

Acronyms

ACE	Action against Child Exploitation
CCPC	Community Child Protection Commity
CFI	Cocoa and Forests Initiative
CLFZ	Child Labour Free Zone
CLMRS	Child Labour Monitoring and Remediation System
COCOBOD	Ghanaian Cocoa Board
CREMA	Community Resource Management Area
CRMC	Community Resource Management Committee
CSO	Civil Society Organisation
GCRFP	Ghana Cocoa Forest REDD+ Programme
GCLMS	Ghana Child Labour Monitoring System
HIA	Hotspot Intervention Area
HIC	HIA Implementation Committee
ICI	International Cocoa Initiative
IDH	Internationale Duurzame Handel (International Sustainable Trade)
IGA	Income Generating Activity
ILO	International Labour Organization
ISLA	Initiatives for Sustainable Landscapes
JICA	Japanse International Cooperation Agency
LBC	Licensed Buying Companies
MMDA	Municipal-Metropolitan District Assembly
M&E	Monitoring and Evaluation
NCRC	Nature Conservation Research Center
MSC	Multi Stakeholder Coalition
PPI	Production, Protection, Inclusion
SHEC	Sub-HIA Excecutive Committee
WCF	World Cocoa Foundation
WNCB	Work, No Child's Business

Introduction

Objectives of the report

The International Cocoa Initiative (ICI) commissioned KIT Royal Tropical Institute to conduct a study to identify and analyse examples of landscape approaches which aim to tackle child labour, and to draw key learnings and recommendations from these case studies. The study's objectives are to:

1. Establish a clear definition and typology of landscape approaches for the purpose of the review.
2. Compile a series of case studies of landscape approaches that address child labour among their primary objectives or integrate other complex social issues in their objectives.
3. Identify what has been tested to address child labour at landscape level, in terms of the type of interventions, coordination mechanisms, institutional and financial setup, what the criteria are for choosing sectoral focus and geographic coverage, and what challenges to expect.
4. Develop actionable recommendations to inform the design of landscape approaches which aim to prevent and address child labour in cocoa-growing areas of West Africa.

The study is based on the analysis and synthesis of six programmes in Côte d'Ivoire, Ghana, and Uganda which adopted a landscape approach and which either had child labour as either a primary focus or explicit objective.

Background

Child labour remains a persistent human rights issue in the cocoa sector, negatively impacting children's health, well-being, education, and other rights. A 2020 study[2] estimated that 45% of children living in agricultural households in cocoa-growing areas of Côte d'Ivoire and Ghana were involved in child labour in cocoa production.

Cocoa sector stakeholders, including governments, the cocoa and chocolate industry and civil society, have implemented multiple policies and programmes to prevent and address child labour, but challenges remain. These include poor coordination, gaps in the coverage of effective interventions in some areas, and a duplication of efforts in others.

In recent years, "landscape approaches", "area-based approaches" or "jurisdictional approaches" have increasingly been used to address sustainability challenges in multiple contexts. These are ways of working that aim to achieve systemic change, by actively involving all stakeholders in a defined geographic zone.

To date, landscape approaches have not been commonly used to address social issues like child labour in cocoa but may have potential to help overcome common challenges and accelerate progress.

This report provides an overview of six approaches to tackling child labour at landscape level. While evidence of impact is very limited – in part because many examples have not yet reached a stage of maturity to allow evaluation – this report describes a range of approaches and consolidates some early lessons learned.

---

[2] Sadhu, S., Kysia, K., Onyango, L., Zinnes, C., Lord, S., Monnard, A. and Arellano, I. (2020). NORC final report: Assessing progress in reducing child labour in cocoa production in cocoa growing areas of Côte d'Ivoire and Ghana. Technical report. NORC at the University of Chicago. Retrieved from: https://www.norc.org/content/dam/norc-org/pdfs/NORC%202020%20Cocoa%20Report_English.pdf .

Terminology and methodology
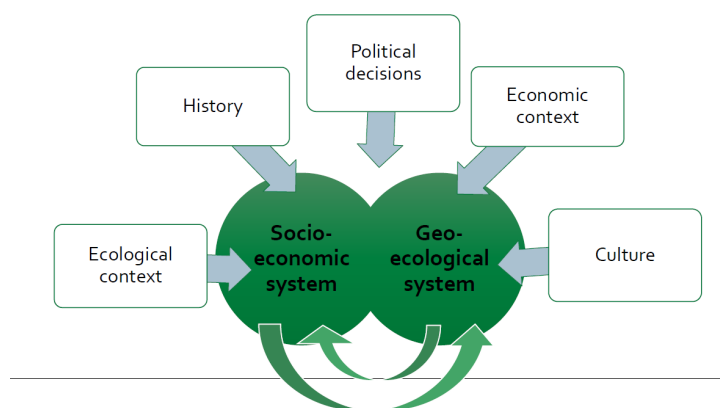
Defining landscape approaches

As a point of reference for this report and to guide the selection of case studies, we present a working definition of a landscape, and of a landscape approach based on the relevant literature.

First, it is important to understand the concept of a "landscape". A landscape is understood as a socio-ecological system that contains two layers: a social-economic and a geo-ecological layer.[3] The interaction of the two layers within a certain geographical area result in a functioning landscape. Landscapes are influenced by both internal and external ecological, historical, political, economic, and cultural processes and activities over time (Figure 1).[4] If adverse outcomes are observed within a landscape, such as child labour or deforestation, these are often the result of complex interactions between these processes and activities.

Landscape approaches aim to take into account this complexity and recognise that all elements within a landscape are interconnected. They aim to be holistic by including all involved stakeholders, in every phase of a programme.[5,6] In theory, programmes should become more efficient and effective by valuing local knowledge and putting an emphasis on local ownership. Moreover, landscape approaches aim to create long-term collaborations through institutionalisation and promotion of certain practices within the entire landscape. We thus define a landscape approach as:

"*An approach that aims to resolve issues by taking into account the **interconnectivity** and **interaction of all stakeholders** and layers within a **certain geographical area**, beyond the **timeframe** of the programme itself*".

Figure 1: The system of a landscape[7]

Landscape approaches have often been employed to tackle ecological challenges, such as deforestation. However, given the interdependency between ecological and socio-economic factors, landscape programmes also frequently include interventions to promote social development objectives. The interconnectivity between social, economic, cultural, historical and geographical factors is also relevant for understanding the root causes of child labour in a given territory, hence why landscape approaches can also be used to address child labour. Such approaches intervene at various levels and work with different stakeholders to address the complex challenge.

---

[3] The social-economic layer includes all stakeholders who relate to a certain issue (e.g., children, local government, farmers) and the economy that surrounds it (e.g., livelihoods, market, investments). The geo-ecological layer includes aspects such as elevation, soil, climate change, and water (CARE & Wetlands (2017)).

[4] CARE & Wetlands International. (2017)

[5] Antrop, M. (2005). *From landscape research to landscape planning. Aspects of integration, education and application* (pp. 27–50). Springer.

[6] CARE & Wetlands (2017)

[7] International Cocoa Initiative (2023)

There are multiple examples of programmes aiming primarily or exclusively at social development progress, including the reduction of child labour, within a defined geographical zone which do not identify themselves as a landscape approach. Nevertheless, in practice, many of these "area-based approaches" also adopt some of the practices defining landscape approaches. For the purpose of this study, we use the term "landscape approaches" for all case studies which roughly follow the practices outlined above.

Methodology

This study applies a qualitative approach to synthesize results and learnings from six initiatives that apply a landscape approach. The synthesis combines desk research with information collected via semi-structured interviews with relevant stakeholders from all case studies.

Case study selection

The initial intent of this report was to focus exclusively on examples of programmes which address child labour through a landscape approach. During the search for relevant programme examples, it turned out that landscape approaches with a thematic focus on child labour are emerging but at this point, relevant examples which are sufficiently mature to yield learnings are rare. Hence the search had to be widened to include:

- Examples of **landscape programmes** which do *not* have a primary focus on child labour but include child labour amongst issues of secondary importance; and
- Examples of **area-based programmes** addressing child labour, which do not strictly meet all the criteria for a landscape approach (e.g., which are implemented through one entity and do not consider interdependencies with other challenges).

All programmes considered for inclusion were screened to check whether they apply a set of general good practices established from existing literature on landscape approaches. Specifically, programmes were selected in terms of the extent to which they apply these practices:

1. Take a holistic approach and include a wide range of stakeholders and processes that influence the challenge in focus.
2. Examine the entire landscape within which a certain issue originates and recognize the many interactions and interdependencies between the socio-economic and geo-ecological systems.
3. Aim for long-term collaboration between all involved stakeholders, meaning that there is no definitive time frame for achieving outcomes.
4. Allow for continuous learning and adaptation to support the sustainability of the programme.

A set of second secondary criteria were used to assess programmes for their potential to yield relevant learnings for addressing child labour in the cocoa sector in West Africa through landscape approaches. The following criteria were considered:

- Geographical area (Africa, ideally West Africa)
- Socio-economic challenges in focus
- Focus on cocoa or other cash crops produced by smallholders
- Maturity of the programme
- Availability of documents and learnings.

These criteria resulted in a long list of twenty potential case studies, from which seven were selected for more detailed study, in consultation with ICI. One case study was later dropped due to a lack of available information. Six case studies from three different countries were fully researched and analysed. The six cases can be grouped under one of the two overarching approaches: landscape and area-based.

The three selected landscape approaches all focus on cocoa-growing regions in West Africa, have a primary issue of focus on deforestation (not child labour), and aim to be holistic in addressing the root causes of deforestation. The holistic approach means that social issues are considered, mainly farmer livelihoods.

The three area-based approaches have a primary focus on child labour and adopt holistic approaches in addressing the root causes of child labour. The holistic approaches include many elements but mainly focus on (access to) education, local governance, norms and practices, and household income. Two of the three area-based programmes focus on cocoa-growing regions and are located in West Africa (Ghana and Côte d'Ivoire). The third case study is located in Uganda and focuses on coffee as its key commodity.

Data sources

Case studies were analysed through (a) a desk review of grey and published documents that are publicly available online or documents that were provided by stakeholders involved in the cases. The desk review was supplemented with semi-structured interviews with stakeholders involved in the programme. The goal was to interview 2-3 stakeholders per case to ensure different perspectives from different types of stakeholders. Unfortunately, the limited availability of respondents resulted in a minimum of one stakeholder per case study. The research team ensured that at least one interview took place with the implementing organisation, which has a good overall understanding of each programme (see Appendix Table A1 for a list of interviews held). The desk review provides insight on specific facts about each programme, while interviews added to these facts with a focus on learning.

Structure of the case study analysis

Chapter 3 provides a brief description of each case study, with an overview of key facts such as institutional partners, funding, geographical area, timeframe and activities.

The findings from the analysis of the case studies are presented in Chapter 4. The programmes are analysed in chronological order, beginning with the inception phase and ending with the sustainability of the programme and its results. The following elements form the framework of the synthesis of the findings.

1. Location: why was this specific location chosen and how were the intervention boundaries determined?
2. Partnerships: Which institutional partners were involved, how were they convened and aligned during the early stages of the programme, and how were local communities in the intervention area involved?
3. Management: What were the roles and responsibilities of the different stakeholders, including local communities, and how were they involved in decision-making?
4. Activities: Which specific activities and interventions were implemented and why, and how were they implemented?
5. Sustainability: how did the programme intend to ensure sustainability of the activities and their effects?

Case studies

Case study descriptions

This section provides brief descriptions of each of the six case studies, including the overall goal and specific objectives, institutional partners and their roles and responsibilities, funding, intervention approach, programme management, and timeframe

Figure 2: Case study overview

Case study, commodity	Objectives	Initiator & implementing partners	Geography	Time frame
1: Asunafo Asutifi	Forest protection and restoration Sustainable production and farmers' livelihoods Community engagement and inclusion Child labour is included indirectly as part of the farmers' livelihood objective.	Forestry Commission Ghana of government of Ghana REDD+ secretariat Proforest/ Tropenbos	Asunafo North & South, Asutifi North & South Southwestern, Ghana	2016 - 2032
2: Kakum Sustainable Landscape	Ecosystem health Sustainable production Wellbeing and social inclusion Landscape governance Addressing child labour is included as a sub-objective under wellbeing and social inclusion.	Forestry Commission of the government of Ghana REDD+ Secretariat Nature Conservation Research Centre	Kakum National Park Assin North, Central, and South, Ghana	2020 - 2024
3: Cavally landscape (ISLA)	Protection Production Inclusion Child labour is not included in the programme objectives.	IDH	Montagnes, Cavally, Côte d'Ivoire	2015 - 2025
4: Child Labour Free Zone, West Nile	Child labour is addressed by acting on four of its root causes: Poverty reduction and market access Community norms and practices Policies and governance Education Systems	Kyagalanyi Coffee Rainforest Alliance UNATU CEFORD	Nebi district Zombo district, West Nile, Uganda	2017 - 2020
5: Child Labour Free Zones Pilot, Ghana	To achieve progress towards eliminating child labour, the approach aims to: Identifying needs for areas related to child labour Establishing conditions to eliminate child labour Withdrawing children from risks	Ghana government, Ministry of Employment and Labour Action against Child Exploitation (ACE) Japanese International Cooperation Agency (JICA)	Ashanti region: Atwima Mponua district, Western North region: Bibiani-Anhwaso-Bekwai District, Ghana	2018 - 2021
6: Work: No Child's Business (WNCB)	The programme aims to address child labour by action at 4 levels: Empowerment of children and quality education Governance Private sector responsibility International support	UNICEF SYNADEEPCI ANADER	Bass-Sassandra, Nawa, Côte d'Ivoire	2019 - 2024

Case study 1: Asunafo Asutifi landscape			
Location	**Commodity**	**Partners**	**Timeframe**
Asunafo North & South Asutifi North & South, Ghana		Forestry Commission Ghana of government of Ghana REDD+ secretariat Proforest/ Tropenbos	2016 - 2032

Overview

The Asunafo Asutifi programme is part of the Ghanaian government's efforts to tackle deforestation through the *Ghana Cocoa Forest REDD+ Programme* (GCRFP), which is a national initiative implemented by the Forestry Commission to address Ghana's high deforestation rates. Asunafo and Asutifi are two districts in Ghana and have been identified as part of the six Hotspot Intervention Areas in the country. These areas are characterised by high levels of deforestation, cocoa production, the potential to scale up interventions, existing efforts that could be convened, and the presence of relevant private sector stakeholders that could support the implementation efforts. By applying a landscape approach, the programme aims to convene stakeholders and existing efforts under the umbrella of one programme, while simultaneously allowing for synergies between interventions and creating more coherency in the area. The programme emphasises the importance of being holistic as deforestation is linked to multiple, interconnected issues.

Institutional partners and funding

Private sector companies are involved through the signing of the Cocoa & Forests Initiative (CFI) Joint Framework for Action, under the ambit of the World Cocoa Foundation (WCF). The private sector companies active in the Hotspot Intervention Areas include Mondelez, Olam, Touton, Mars, Cargill, ECOM, Sucden, and Lindt[8]. The programme is under the supervision of the Forestry Commission and the Ghanaian Cocoa Board (COCOBOD) at

the national government level. Local implementation is coordinated and facilitated by Proforest and Tropenbos Ghana[9].

The implementation of the Asunafo-Asutifi programme is funded through the contribution of the eight companies and the REDD+ programme. The entire programme is expected to cost around US$57 million (€50 million) for the first five years from 2023.

Objectives and approach

The programme applies a landscape approach and focuses on addressing deforestation through three main objectives: (i) forest protection and restoration, (ii) sustainable production and farmers' livelihoods, and (iii) community engagement and inclusion. The programme builds on already existing efforts rather than implementing new ones, to ensure more coherence regarding interventions in the landscape. Additionally, it allows for the existing interventions to learn from each other and leverage each other's actions. There is a specific focus on capacity building, as many institutions, organisations, and companies lack knowledge and (human) resources to fulfil activities[10].

The programme does not have a specific focus on child labour. However, the issue is addressed **indirectly under the objective of "improving farmers' livelihoods"**, assuming that improvements in farmer livelihoods will also lead to reductions in child labour. The expectation is that as household income increases, parents will be

---

[8] Tropical Forest Alliance, Rights and Advocacy Initiatives Network and Proforest. (2022). Leadership in Production Landscapes: Collective Private Sector Action in Asunafo-Asutifi, Ghana. https://jaresourcehub.org/wp-content/uploads/2022/10/Asunafo-Asutifi-HIA-Case-Study-Oct2022-final.pdf

[9] An NGO that supports companies and governments in the transition to responsible sourcing and production.

[10] V. Awotwe-Pratt and B. Annan on July 24, 2023 and A. Asamoah on June 19, 2023, personal communication

less reliant on their children's labour input.[11] There are existing child labour interventions in the area, most notably Child Labour Monitoring and Remediation Systems (CLMRS). However, these are not part of the landscape programme and are implemented by private sector actors through their respective supply chains.

Programme management

The governance system of Asunafo Asufiti follows a bottom-up approach to ensure local communities are included in decision-making. Farmers and other community members from the entire Hotspot Intervention Areas (HIA) are clustered into different governance layers, starting at the community level up to HIA management level to ensure equal representation. Within each community, a Community Resource Management Committee (CRMC) is set up, which is responsible for the implementation and enforcement of HIA management decisions.[12] Different communities within a local geographic jurisdiction are unified into a Community Resource Management Area (CREMA), as a governance structure responsible for the management of this jurisdiction. The CREMA consists of representatives from smaller CRMCs and is governed by an Executive Committee.[13] On a higher level, multiple CREMAs form a sub-HIA which is managed by the sub-HIA Executive Committee. The sub-HIA serves as a bridge between the local communities and the higher governance body, which is the HIA Management Board.[14]

The HIA Management Board is the main governing body responsible for guiding and directing all HIA management decisions towards the landscape vision. In its operations, it is supported by a consortium, which is a pre-competitive partnership between the private sector, the national and local

public sector actors, and Civil Society Organisations. The role of the consortium is to collaborate on planning, implementation, and monitoring in coordination with the HIA Management Board.[15] The HIA Management Board and the consortium further provide representatives for the HIA Implementation Committee (HIC) to facilitate collaboration.[16] Communities are thus represented at various levels for equal power vis-à-vis larger stakeholders, such as cocoa companies. There is significant inclusion of indigenous people and, subsequently, a large share of traditional authority mechanisms. Traditional leaders thus have an important role in the governance structure of the HIA. These leaders are referred to as Patrons to advise on and participate in HIA processes[17]. A visual representation of the HIA governance system as used in Asunafo-Asufiti can be found below.

Figure 3: Governance system Asunafo Asutifi[18]
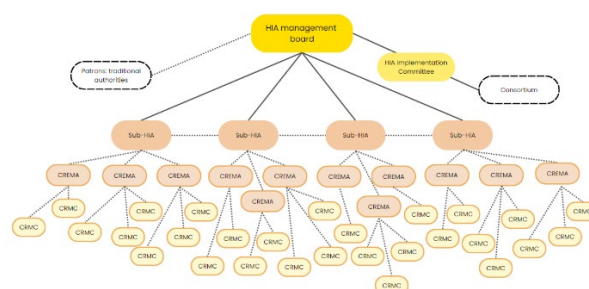
Timeframe

The area was selected as a HIA in 2016. The programme recently set up a governance structure and has started its implementation efforts in 2023. These efforts are expected to take place until 2032. As implementation thus takes almost a decade, WCF points out that it is important to be realistic and transparent on the timeline from the beginning and to plan for longer periods, in order to realise real impact[19].

---

[11] Even though theory and evidence support that expectation, it has also been shown that increases in income opportunities can result in increases in child labour under certain conditions; see ICI_Lit_Review_Income_ChildLabour.pdf (cocoainitiative.org) for a review of relevant literature.

[12] Tropical Forest Alliance et al (2022); Proforest. (2023). Developing a deforestation-free climate-resilient sustainable cocoa landscape : process and approach. A case study narrative on Ghana's Asunafo-Asutifi Landscape Programme

[13] Tropical Forest Alliance et al (2022); Proforest (2023)

[14] Tropical Forest Alliance et al (2022); Proforest (2023)

[15] NCRC (2020). Learning About Cocoa Landscape Approaches: Ghana Guidance Document & Toolbox. Retrieved from:

https://partnershipsforforests.com/wp-content/uploads/2020/12/Learning-About-Cocoa-Landscape-Approaches-Online.pdf.

[16] Tropical Forest Alliance et al (2022); Proforest (2023)

[17] J. Asante on August 15, 2023, personal communication

[18] Edit from Tropical Forest Alliance, Rights and Advocacy Initiatives Network and Proforest, Leadership in Production

Landscapes: Collective Private Sector Action in Asunafo-Asutifi, Ghana, October 2022

19 V. Awotwe-Pratt and B. Annan on July 24, 2023, personal communication

Monitoring and evaluation

At the time of writing, no M&E framework is yet available. According to the programme's governance mechanism and financial plans, published in 2023, a comprehensive M&E framework will be created in the first years.

Evidence of impact

There is no evidence of impact yet as the Asunafo Asufiti programme only recently started activities.

Case study 2: Kakum Sustainable Landscape Project, Ghana			
Location	**Commodity**	**Partners**	**Timeframe**
Kakum National Park in Central Ghana: Assin North, Central, and South		Forestry Commission of the government of Ghana REDD+ Secretariat Nature Conservation Research Centre	2020 - 2024

Overview

The Kakum Sustainable Landscape Project is, just as Asunafo Asutifi, part of Ghana's Cocoa Forest Redd+ Programme, and referred to as a Hotspot Intervention Area (see section 3.1). The overarching goal of the programme is to significantly reduce deforestation and its associated emissions by adopting a climate-smart cocoa production strategy while also improving farmers' livelihoods through yield increases and other benefit sharing arrangements (i.e. potential revenue from carbon credit schemes).[20] The private sector contributes to the programme through their commitments to the Cocoa & Forests Initiative (CFI). Cocoa is the main commodity in focus because it was identified as the main driver of deforestation in the Kakum area. Logging, poaching, and other agricultural activities are further contributing factors.

Institutional partners and funding

The NGO Nature Conservation Research Center (NCRC) is the lead implementing organisation and convener of the Kakum Sustainable Landscape Project. Project partners consist of a mix of private sector, government and NGOs who work together in a pre-competitive consortium. Local stakeholders (i.e. communities) are represented through the HIA governance structure (i.e. sub-HIAs and CREMAs; see section 3.1). The programme uses a mix of public and private funding from the Ghanaian government, the World Cocoa Foundation (WCF), involved cocoa companies, and grant funding provided through NGOs.[21] The exact division of funding is not clear at the time of writing.

Objectives and approach

The Kakum Landscape project aims to contribute to Ghana's Cocoa Forest REDD+ Programme by focusing on goals grouped under four pillars.[22] Each pillar has different indicators which are addressed as part of the programme:

- *Ecosystem health*: Biodiversity, climate, water quality, land use and land use change.
- *Sustainable production*: Cocoa production, other non-timber products harvested from the area, adoption of Climate Smart Cocoa Production and access to inputs.
- *Wellbeing and social inclusion*: Poverty and well-being, equity, and **child labour**.
- *Landscape governance*: development of local governance institutions, landscape management (development and implementation of management plans), benefit sharing (e.g. proceeds from carbon offsetting), land- and tree rights, and conflicts and grievances.

The programme uses a landscape approach following jurisdictional boundaries. Landscape-wide interventions include the implementation of climate-smart cocoa production systems, including agroforestry, and other conservation activities. Company-specific interventions are implemented in parallel to the overarching landscape interventions. Individual companies implement their interventions within their own sub-HIA and coordinate with the local representatives of the sub-HIA.

Child labour is a sub-indicator of well-being and social inclusion. To better understand the issue, and how to address it, the Nature Conservation Research Centre commissioned a scoping study in

---

[20] Ghana Redd+ Datahub (2023). Ghana Cocoa-Forest REDD+ Programme. Retrieved from: http://www.ghanaredddatahub.org/ecozone/details/1/

[21] NCRC (2020)

[22] NCRC. (2022). 2021 Kakum Landscape Monitoring & Evaluation Report.

2021 to assess the root causes and map stakeholders. The report recommends addressing child labour through community-based CLMRS.[23] CLMRS in the Kakum area are implemented through private sector companies.

Programme management

The Kakum Sustainable Landscape Project adopts the Hotspot Intervention Area (HIA) governance system of REDD+ (see Figure 4[24]), which is similar to the Asunafo-Asufiti system described above. This governance system consists of different layers, starting from the community level, in which local stakeholders, such as farmers and community leaders, are represented. The highest level is the HIA, which is managed by a locally elected HIA management board. The HIA management board collaborates with the 'external' stakeholder consortium through a HIA implementation committee. This committee oversees the day-to-day affairs and operations of the HIA. The consortium consists of private sector stakeholders such as chocolate companies and cocoa traders, and the WCF.

A HIA is then divided into sub-HIAs which provide localised leadership and governance within a smaller geographical area, usually based on geographical boundaries (e.g. rivers) or sub-chief jurisdictions. The sub-HIA is managed by a Sub-HIA Executive Committee (SHEC) with equitable representation of all its constituent groupings and responsible for decisions of collective interest. Its members are elected from the lower tier governance bodies that make up the sub-HIA, (i.e., CREMAs). These CREMAs again consist of smaller governance bodies (CRMCs) that operate at the community level. A CREMA typically groups between five to twenty communities. For interventions, private sector investors are responsible for one sub-HIA, meaning that they will

implement their own interventions in that area. The NCRC plays the role of lead convenor within the project and has been involved since inception.

Figure 4. HIA governance system[25]
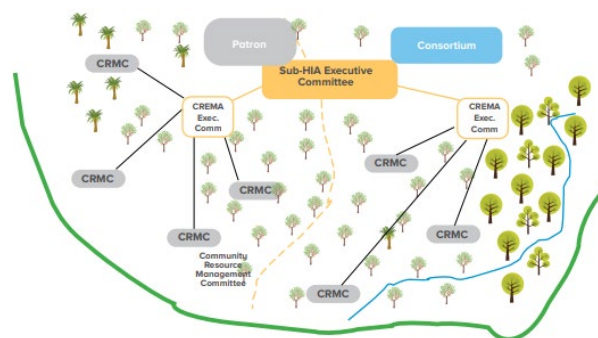
Timeframe

The Kakum Sustainable Landscape Project started in July 2020 and ends in May 2024. The programme builds on earlier activities under Ghana's Cocoa Forest REDD+ Programme, under which Kakum was designated as HIA in 2017,[26] and CREMAs were established. The Kakum programme thus had local foundations to build on.

Monitoring and evaluation

In 2022, NCRC published the first results and monitoring report of the HIA, with a focus on deforestation. The HIA does not have a specific evaluation framework for its objectives related to sustainable production but pledges specific attention to gender.[27]

Evidence of impact

No documentation is available on the implementation status of community-based CLMRS in the Kakum landscape, and no assessment of the programme's overall impact on child labour has been done. While one report from 2021 mentions that 45 cases of child labour were identified in 2021, there is no follow-up report in these cases.[28]

---

[23] Child labour monitoring and remediation in Ghana's Cocoa sector: scoping study report, August 2021. Developed by an unknown consultant for NCRC.

[24] NCRC (2020)

[25] NCRC (2022)

[26] Lindt (2021). Project Factsheet. Kakum Sustainable Landscape Project supporting the establishment of local

governance structures. Derived from: https://lindtcocoafoundation.org/files/factsheet_lcf_ncrc_2020-2024.pdf

[27] NCRC (2022)

[28] NCRC (2022)

Case study 3: Cavally landscape under Initiative for Sustainable Landscapes (ISLA), Côte d'Ivoire			
Location	**Commodity**	**Partners**	**Timeframe**
Montagnes, Cavally, Côte d'Ivoire		IDH	2015 - 2025

Overview

The Initiative for Sustainable Landscapes (ISLA) is a landscape programme implemented by the Initiative for Sustainable Trade (IDH) in different countries and commodity contexts. The main goal of ISLA is to conserve and restore forests by building local stakeholder coalitions for holistic landscape management. In each landscape, the programme focuses on one or more commodities that are the main drivers of deforestation in that area. In the ISLA Cavally landscape, the primary commodity is cocoa, and cocoa was identified as the main driver of deforestation. The ISLA Cavally project is aligned with the overarching Cocoa & Forests Initiative (CFI).

Institutional partners and funding

ISLA builds multi-stakeholder coalitions consisting of a wide variety of local stakeholders. IDH is the main implementer, lead convenor and financer of the programme. IDH is well positioned to take this role as it has no economic or political stakes in the Cavally landscape. Other key stakeholders include the government, most notably the regional council of Cavally, on which IDH builds to lead the coalition. The private sector, which includes companies active in the cocoa, coffee, rubber and timber supply chains, plays an important role by co-financing projects that align with the programme's principles and the overarching goals of the coalition (see below). All stakeholders are represented in the steering committee or the technical committee of ISLA Cavally, with specific efforts made to include local farmers, youth, and women's groups.

Objectives and approach

ISLA adopts a landscape approach in which all relevant stakeholders of the Cavally Region are included in a Multi-Stakeholder Coalition (MSC)

governed through a steering committee and a technical committee, in which relevant stakeholders are also represented, including ministries, the national Coffee-Cocoa Council and the World Bank.

The overarching goals of ISLA—forest conservation and reforestation—are to be reached through three main pillars of intervention: Production, Protection, and Inclusion (PPI) and broadly encompasses the following:[29]

- *Production*: Improving livelihoods and income through increasing yields (sustainable intensification) and income diversification. This includes adoption of climate resilient and low-carbon footprint farming practices.
- *Protection*: Putting in place measures to conserve forests and other natural resources, e.g. supporting local governments enforce forest protection laws and implementing deforestation monitoring systems.
- *Inclusion*: Improving the livelihoods of farmers and forest-dependent communities, thereby reducing their incentives to encroach forests. This pillar often focuses on women and youth, or other marginalised groups.

Child labour does not fall within the scope of the ISLA programme, but the programme aims to address community development as a whole.

Programme management

The three pillars *production, protection, and inclusion* (PPI) are translated to the local context through the convening of stakeholders who decide on and prioritise the targets for their area. The PPI targets are the blueprint for all interventions and activities implemented by the Multi Stakeholder Coalition (MSC). The most important tool of ISLA to

---

[29] https://www.idhsustainabletrade.com/approach/production-protection/

reach the conservation goal is to implement co-funded projects. These projects often follow a supply chain approach as they are implemented by private sector companies which provide the majority of financial resources. NGOs or public sector actors are co-implementers of these projects and often focus on a specific aspect (e.g. agroforestry). Interventions include training on good agricultural practices, good environmental practices, agroforestry, distribution of shade tree seedlings, improving access to micro-finance, job creation for youth and women, and patrolling for forest protection.

ISLA relies on local public authorities for the implementation and management of the MSC. In the case of Cavally, this is the Regional Council. There are several reasons why ISLA builds on public authorities rather than other stakeholders. Firstly, the council is responsible for (economic) development of the region and the MSC and its targets should align with regional planning and land use. Secondly, the council is a democratically elected public authority with a mandate to enforce laws and regulations. Thirdly, the council is a permanent organisation, which is important for the sustainability of the programme beyond the involvement and funding from IDH. Finally, the council played an important facilitating role in the stakeholder mapping and the consultation rounds

(e.g. finding a location to meet, inviting participants). The local prefecture along with the council have important roles in the MSC as they are leading the governance structure of the programme through the steering and technical committees.

Timeframe

The programme consists of two phases, the first phase ran from 2015 to 2020, and the second phase is running from 2021 to 2025. From the beginning of the programme, IDH has been responsible for convening stakeholders, creating the multistakeholder coalition, developing agreed upon goals and action plans, and creating the governance system.

Monitoring & Evaluation

ISLA has its own result measurement framework, including specific key performance indicators. In addition, external evaluations were conducted at the end of phase 1 and the mid-term level of phase 2. Both evaluations are publicly available.[30]

Evidence of impact

There is currently no documented impact of the project. The mid-term evaluation of the second phase of ISLA was conducted by KIT in 2023 and concluded that it was too early to document the impact.[31]

---

[30] Reichhuber et al. (2021) and Schouten et al. (2023)

[31] Schouten et al. (2023)

Case study 4: Child Labour Free Zone, West Nile, Uganda			
Location	**Commodity**	**Partners**	**Timeframe**
Nebi district & Zombo district, West Nile, Uganda		UNATU CEFORD Kyagalanyi Coffee Rainforest Alliance	2017 - 2020

Overview

The Child Labour Free Zone (CLFZ) programme in West Nile, Uganda, is part of the "Stop Child Labour Coalition". The programme aims to address child labour through an area-based approach by tackling four root causes simultaneously: poverty and market access, community norms and practices, policies and governance, and education systems. The second phase of the programme was taken up in 2017 by Rainforest Alliance, building on the first phase from 2014-2017, which was led by Hivos. To gain insights into the cost-efficiency of the programme, different intensity zones were implemented and were evaluated in 2021. Being classified as a child labour free zones does not mean that there is no child labour, but it represents an area that has sufficient tools and institutionalised agreements to address the issue independently, without the support of the programme.

Institutional partners and funding

The programme has a variety of institutional partners and is programme is supported by UNATU (the Ugandan National Teachers' Union) and CEFORD (Community Empowerment for Rural Development). The main activities were financed by Kyagalanyi Coffee, UNATU, and CEFORD.

Objectives and approach

The CLFZ West Nile programme **aims to address child labour** through a combination of an integrated area-based approach with a supply chain approach. Rainforest Alliance and Hivos argue that adopting such an approach is necessary

when the issue is bigger than the community itself[32]. The programme focused on community-wide involvement and **addressed selected root causes of child labour simultaneously**: 1) poverty[33] and market access, 2) community norms and practices, 3) policies and governance, 4) education systems[34]. A supply-chain approach was integrated as there was a specific focus on coffee-growing households. After the first phase of the CLFZ programme in West Nile ended in 2017, an evaluation indicated the programme to be effective towards the eradication of child labour but raised concerns about the high implementation costs[35]. Therefore, when Rainforest Alliance piloted the second phase in 2017, it created four zones with different intensities of intervention to improve cost efficiency[36]. These zones ranged from high-intensity, sub-high-intensity, moderate-intensity, to low-intensity (Table 3). In doing so, the zones depict the gradual decline from a full landscape approach, to an approach that solely focuses on income development for supply-chain members. Where in the high-intensity zones all households are intervened on all root causes, the low-intensity zones only intervene on poverty and market access for supply-chain households (i.e., Kyagalanyi member households).

Programme management

Activities at community level were a key aspect of the CLFZ approach implemented in West Nile. Child labour committees were set up at the community level with individuals who represented their community (e.g., community leaders, teachers, parents). These committees ensured

---

[32] P. Gitta on June 26, 2023 R. Nakabuga on May 24, 2023, and A. de Kort, on June 26, 2023, personal communication

[33] Poverty in its multidimensional form, rather than just monetary (Aidenvironment (2022)).

[34] Newsom, D., Moore, K. & Kessler, J.J. (2021). The Cost Effectiveness of Three Approaches to Eliminating Child Labor in

the Ugandan Coffee Sector. Retrieved from: https://aidenvironment.org/wp-content/uploads/2021/06/eliminating-child-labor-uganda.pdf

[35] Aidenvironment. (2021).

[36] Aidenvironment (2021).

local responsibility and accountability through the following activities: they set up bylaws that acted as a regulating body regarding child labour; they mobilised the communities for child labour related issues and sensitised on child labour issues; they provided guidance to children and parents at risk of child labour; they shared best practices; they worked with community leaders on child labour remediation; and they reported child labour incidences to local authorities.

Additionally, the programme signed an MoU with the local government, which institutionalised some of the aspects of the programme in their frameworks. The private sector (i.e., Kyagalanyi Coffee) was involved as a facilitator and funder, supporting farmers with training and market access. Seeing the challenges of identifying (potential) incidences of child labour, the programme added a structure to identify cases of child labour with the help of schools. Children were placed in sub-groups and were asked to report to their teachers if someone from their group was absent from school. The teacher then followed up on the absence and made sure the child was not missing due to any work-related activities.

Timeframe
The CLFZ West Nile programme consisted of two phases, phase 1 running from 2014 to 2017, and phase two running from 2017 to 2020. High-intensity zones have been intervened on since the first phase, while the moderate- and low intensity zones started their interventions in 2017.

Monitoring and evaluation
Rainforest Alliance monitored communities by collecting data through surveys on child labour prevalence, household income, norms and practices, and school attendance, disaggregated by gender and age category of the child and related to the different activities per zone.[37] Additionally, surveys were distributed at school-level to teachers, evaluating pupil performance and their ability to identify and handle cases of child labour. Finally, community surveys and focus group discussions were held to evaluate child labour protection committees and VSLA performance.[38] Indicators that are monitored, however, differ from zone as each zone has different interventions, making it difficult to produce uniform results.

Evidence of impact
The programme's outcomes were measured through an external evaluation, comparing the situation in 2018 and two years later, in 2020.

The evaluation included a comparative analysis of the three intensity zones and found that child labour decreased in all zones between baseline and endline assessments, with the lowest levels of prevalence at endline in the areas where the most intense activities had taken place.[39] The evaluators consider the results in the higher-intensity zones to be more sustainable than those in the medium and lower-intensity zones.

While these results are encouraging, the evaluation had several limitations, which affect the robustness and validity of these findings. First, there was no control group, making it difficult to attribute the decrease in child labour to the programme; second, the "baseline" assessment was conducted after the project had already begun; and third, there was some spill-over between the project zones, making it challenging to accurately determine the magnitude of changes observed.

---

[37] Aidenvironment (2021); Rainforest Alliance & Aidenvironment (2021)

[38] Aidenvironment (2021)

[39] Aidenvironment (2021); Rainforest Alliance & Aidenvironment (2021)

Case study 5: Child Labour Free Zones Pilot, Ghana			
Location	**Commodity**	**Partners**	**Timeframe**
Ashanti region: Atwima Mponua District, Western North region: Bibiani-Anhwaso-Bekwai District, Ghana		Ghana government, Ministry of Employment and Labour Action againt Child Exploitation (ACE) Japanese International Cooperation Agency (JICA)	2018-2021

Overview

The government of Ghana is widely investing in efforts to eradicate all forms of child labour by 2025 through their National Action Plan phase 2 (NAP II) by creating "Child Labour Free Zones" (CLFZ), similar to the programme in Uganda.[40,] The government and different development partners developed a framework and practical guidelines to be integrated in development programmes in Ghana, using an integrated area-based approach.[41] The framework is designed to leverage on and convene existing national efforts to get children out of child labour and to (re)integrate them into formal full-time schooling. At the time of writing, the practical guidelines for Child Labour Free Zones are being piloted in cocoa growing areas.

Institutional partners and funding

The CLFZ framework is a national initiative by the government of Ghana, specifically the Ministry of Employment and Labour Relations, in collaboration with Action against Child Exploitation (ACE) and Deloitte Japan to formulate the CLFZ Protocols and Guidelines.[42] Additionally, the International Labour Organisation (ILO), the Ghana Agriculture Workers' Union, and Child Research and Development Agency provided their experience and technical knowledge in tackling child labour in mining, fisheries, and cocoa production to develop practical guidelines. Several private sector companies in the cocoa sector, important development partners and government institutions were also consulted and cooperated to develop the guidelines. The Japanese International Cooperation Agency (JICA)

played a crucial role in implementing the guidelines by developing the Data Collection Survey on Child Labour and Support for Child Labour Free Zone Pilot Activities with a focus on the cocoa-growing regions in Ghana.[43]

Objectives and approach

The CLFZ approach in Ghana aims to mobilise resources within a specific area, fostering cross-sector collaboration among stakeholders to promote economically, socially, and environmentally sustainable production practices, ultimately achieving the status of a "Child Labour Free Zone". To address the complexity of child labour, Ghana's CLFZ framework addresses four different objectives that are believed to be pivotal for the elimination of child labour and the sustainable creation of CLFZs:

- To identify, create and maintain conditions for the elimination of all forms of child labour in a given geographical area.
- To provide common sets of standards for creating CLFZ and measuring the impact of such interventions by government and non-governmental agencies towards the elimination of child labour in Ghana.
- To prevent and withdraw all children between the ages of five to seventeen from all forms of child labour.
- To eliminate, by reducing to insignificant levels, all forms of child labour in a given locality over a specific period of time, and the whole country in the near future.

---

[40] ILO. (2022). Establishing Child Labour Free Zones (CLFZs) in Ghana: Protocols and Guidelines. Retrieved from: https://www.5thchildlabourconf.org/sites/default/files/2022-05/Child-Labour-Free-Zone-Final-Document-pdf-2.pdf

[41] ILO (2022)

[42] JICA., ACE., IC Net Limited. (2022). Data Collection Survey on Child Labour and Support for Child Labour Free Zone Pilot Activities with a Focus on the Cocoa Region in the Republic of Ghana. Final Report; ILO (2022)

[43] JICA & ACE (2022)

The CLFZ framework encourages programmes to create structures that facilitate collaboration across different levels of society from local to national to address issues extending beyond communities' influences such as infrastructure and health care systems.[44] The classification of an area as "Child Labour Free" signifies the presence of an effective mechanism for addressing and resolving cases of child labour. Specific standards for this classification include recognising child labour as a violation of human rights, instituting measures to protect children from child labour, safeguarding educational attendance for school aged children, upholding laws and policies, respecting children's rights, and investing in children's welfare, including education and healthcare.

Programme Management

The management of CLFZs relies on local public authorities. Local-level entities, called Municipal, Metropolitan, District Assemblies (MMDAs), receive support from Regional Coordinating Councils (RCC) to manage CLFZ initiatives. These regional level actors function in a dual capacity, as they communicate local needs upwards, while simultaneously assisting local stakeholders in their efforts. The MMDA are the forefront of CLFZ implementation, responsible for decisions related to the initiatives on child protection. They manage various committees focused on policy planning, implementation, and monitoring; child labour and labour inspection; social protection; and resource mobilisation, advocacy, and communication. Furthermore, they oversee the delivery of social services, such as health and education.[45] Figure 5 gives an overview of the governance structure of the CLFZ in Ghana.

At the community level, representatives are chosen to form a Community Child Protection Committee (CCPC). CCPCs are already part of the existing Ghana Child Labour Monitoring System (GCLMS), which is incorporated into the CLFZ framework. The CCPCs are tasked with developing and enforcing bylaws addressing child labour within their community. They also play a pivotal role in developing the community action plan, which serves as a comprehensive guide for communities

aiming to become CLFZs. This plan encompasses initiatives to improve infrastructure, enhance school facilities, enact bylaws, and create remediation plans to transition children out of child labour and into full-time education. Additionally, the CCPCs maintain community registers that monitor and track children's education status and their involvement in child labour by household data collection. They also facilitate the implementation of the community action plan and advocate for government support in delivering essential social services in collaboration with leaders at the community level.[46]

Figure 5. Child Labour Free Zone governance structure[47]
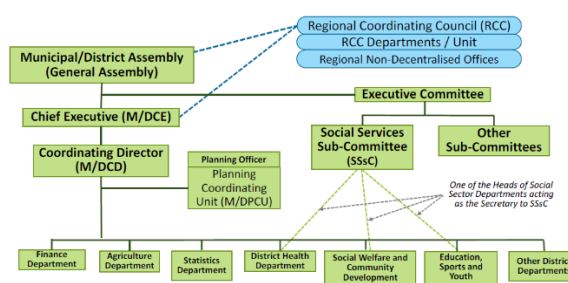
Timeframe

Action against Child Exploitation collaborated on the creation of CLFZ guidelines from 2018 until 2020, with technical and financial assistance from Deloitte Japan. From 2020 to 2022, JICA implemented pilot activities in 21 communities to test the use of the guidelines to support strengthening the government initiative on tackling child labour.

Monitoring and evaluation

Ghana's Ministry of Employment and Labour Relations has developed a tool to assess the zones, classify their current status and determine what the "zone" should work on in order to achieve the status of a "Child Labour Free Zone". A scoring system is used to classify zones based on eight core indicators, with one or two sub-indicators for each. The indicators are related to Community awareness of child labour, community and district-level institutions, systems in place to monitor and remediate child labour, access to quality education, and the prevalence of child labour. Data are

---

[44] T. Shiroki on 14 June, 2023, personal communication

[45] ILO (2022), JICA et al. (2022)

[46] ILO (2022), JICA et al. (2022)

[47] JICA et al. (2022)

collected at household and community levels, and in schools. The scoring system allows to allocate funds to zones most in need and to measure progress.

Evidence of impact

Although data collected in 2020 by Action against Child Exploitation showed that the Ashanti and Western North Regions demonstrated progress toward becoming CLFZs, results do not provide any evidence of the impact of the pilot project on reducing child labour.

The evaluation found that understanding of child labour improved and there were signs that some

parents ceased engaging their children in labour.[48] CCPCs were established in all pilot communities and children were (re)enrolled in school.

However, the evaluation found that the best-performing communities owed their results not solely to the CLFZ pilot activities but also to additional support from external sustainability initiatives.[49] The evaluators also describe a lack of coordination with other stakeholders present, including NGOs and private companies active in the area, resulting in inconsistencies, and duplication, among other challenges.[50]

---

[48] JICA et al. (2022)

[49] JICA et al. (2022)

[50] JICA et al. (2022)

Case study 6: Work: No Child's Business (WNCB), Côte d'Ivoire			
Location	**Commodity**	**Partners**	**Timeframe**
Bass-Sassandra, Nawa, Côte d'Ivoire		UNICEF SYNADEEPCI ANADER	2019 - 2024

Overview

Work: No Child's Business (WNCB) is an alliance consisting of Save the Children Netherlands, UNICEF Netherlands, and the Stop Child Labour Coalition[51] and is coordinated at the global level by Hivos. The alliance works in close collaboration with partner organisations and country offices in the countries where WNCB projects are implemented: Côte d'Ivoire, Jordan, Mali, Uganda, and Vietnam. The overarching goal of WNCB is "to ensure that children and youth are free from child labour and enjoy their rights to quality education and (future) decent work".[52]

Institutional partners and funding

The main implementing party for WNCB in Côte d'Ivoire is UNICEF, with support from Save the Children. The key local partners for implementation are the National Union of Teachers (SYNADEEPCI) and the public rural development agency ANADER. SYNADEEPCI is responsible for the school environment and involving teachers, parents, and students. ANADER is responsible for implementing various programme elements, including cash transfers and training on Income Generating Activities (IGAs). WNCB aims to support the implementation of the Ivorian National Action Plan for eliminating child labour in close collaboration with national entities. The programme is funded by the Dutch Ministry of Foreign Affairs, with total budget of €4 million.[53]

Objectives and approach

WNCB applies uses an integrated area-based approach, with a focus on community-level ownership, through four pathways:[54]

- Strategic pathway 1: Children are empowered and have improved access to (quality) formal education, bridge or transitional schooling, and youth employment within a supportive family and community environment (local).
- Strategic pathway 2: Governments have enforced relevant child-rights based laws and have implemented policies on **child labour**, education, youth economic empowerment and social security (regional and national).
- Strategic pathway 3: The private sector takes full responsibility for preventing and addressing child labour (regional and national).
- Strategic pathway 4: The EU, Dutch government and international/multilateral organisations act in support of the elimination of child labour and fulfil their obligation to protect by setting and reinforcing due diligence policies and laws (international).

Programme management

UNICEF is the main implementer and coordinator of WNCB in Côte d'Ivoire. It coordinates efforts of the implementing partners, (ANADER, SYNADEEPCI[55], and Save the Children) at regional level. At national level, it coordinates with public stakeholders to ensure WNCB activities and interventions are in line with national policies and strategies regarding child labour. Coordination with private sector stakeholders takes place at international, national, and regional levels, also through existing platforms such as the National Monitoring Committee for Actions against Trafficking, Exploitation and Child Labour (CNS) and the International Cocoa Initiative (ICI) or within the framework of political dialogues supported by

---

[51] A coalition of the Algemene Onderwijsbond (AOb), Mondiaal FNV, Hivos, the India Committee of the Netherlands: https://stopchildlabour.org/partners/stop-child-labour-coalition/

[52] WNCB (2022). Annual report 2022. Increase synergy in tackling child labour.

[53] WNCB (2022)

[54] WNCB (2022)

[55] Agricultural council and educaitonal council in Côte d'Ivoire

the government's strategic partners in the cocoa sector, such as the EU (sustainable cocoa initiative) and the USA (CLCCG process).[56]

The National Strategy for Sustainable Cocoa, developed in 2020 by the Government of Côte d'Ivoire, includes child labour as one of the three key areas of intervention. It also offers a framework for dialogue with technical and financial partners and the private sector. Regional coordination and consultation take place through the establishment of Child Labour Platforms (CLPs) that bring together all relevant stakeholders working on addressing child labour, including cocoa cooperatives. CLPs are established at the prefecture or sub-prefecture level. Local communities are involved through Child Protection Committees (CPCs). CPCs are formalised through institutional decree, which provides them with an official mandate to identify and monitor child labour cases and report them to public authorities.[57]

Timeframe

WNCB started in July 2019 and is scheduled to end in June 2024. A follow-up of the project in Côte d'Ivoire, called ENACTE[58], is already being implemented by UNICEF, ILO, and IOM and started in 2022.

Monitoring and evaluation

An "outcome harvesting" approach[59] is used to identify outcomes and determine whether these can be attributed to the programme. Table 8 provides an overview of the indicators used for outcome harvesting under the WNCB programme, categorised by pathway in the programme.

Figure 6: Indicators in WNCB

Pathway	Indicator
Child rights and quality education	Raising awareness within communities on children's rights and protection, and helping them to organise themselves to address children's vulnerabilities.
	Improving the financial situation of the most vulnerable families.
	Improving access to quality education.
	Strengthening child protection systems and structures t support referral.
Government policies	Contributing to the improvement of legal and policy frameworks to address and prevent child labour
	Contributing to setting up local administrative structures and putting necessary resources in place for the implementation of relevant services, systems, and policies at local level.
Private sector responsibility	Supply chain transparency raises awareness and brings action from the private sector.
	Engage local private sector in implementing child protection measures in their supply chain through training and advice.
Programme wide	WNCB integrates a cross-cutting Gender Equality and mainstreaming strategy.
	Implementing a MEAL system
	Partners to collaborate on developing relevant research.

Evidence of impact

No quantitative evidence of the impact of this project on child labour is available so far, since WNCB is still implementing the project.

Results from outcome harvesting show that the interventions have led to increases in household income, improved access to education, and improved capacity of public sector stakeholders to effectively address child labour. The project also contributed to the (re-)enrolment of over 800 children who were previously out of school from around 20 villages in the Nawa region.

---

[56] Hivos (n.d). Work: No Child's Business, Côte d'Ivoire. Project Description.

[57] Hivos (n.d.)

[58] From its French title "Ensemble pour agir sur les causes profondes du travail des enfants dans la Nawa" meaning "Working together to tackle the root causes of child labour in Nawa"

[59] Under an "Outcome Harvesting" approach, evidence is collected of what has changed and then, working backwards, the researcher determines whether and how the intervention to be evaluated has contributed to these changes. For more detail on the methodology, see for example https://www.betterevaluation.org/methods-approaches/approaches/outcome-harvesting

Synthesis, conclusion and recommendations

Synthesis of findings

This section summarises the findings from all six case studies. We look at the following steps and parameters of a landscape programme:

- Convening stakeholders
- Financing mechanism
- Coordination and governance mechanisms
- Strategic approach and choice of interventions
- Time horizon and sustainability
- Measuring effects on child labour

For each of these elements, we provide examples from the six case studies, highlight what has emerged as good practice, and which key challenges to expect.

Convening stakeholders

Landscape approaches to address child labour are built on the premise that joint action is needed from a wide variety of stakeholders from different levels of society to achieve a sustainable reduction in child labour. During the interviews, key informants highlighted that broad stakeholder inclusion from the first planning phase was **important for the following reasons**:

- A comprehensive stakeholder mapping in the planning phase is the first step towards the establishment of **effective governance structures**.[60]
- To achieve sustainable change, the programme must make sure that **no stakeholders are left behind**, because this may undermine efforts to change attitudes towards child labour within local communities; excluded stakeholders may perpetuate acceptance of child labour.
- Cross-sectoral stakeholder inclusion is needed to ensure that child labour is **not displaced from one sector to another**.[61]
- Consulting stakeholders at all levels in the planning phase ensures **the relevance of the programme for the local context** (as seen in the ISLA Cavally case). Local communities need to be involved in the planning of activities from the very beginning, as they constitute the closest link to the socio-economic, cultural and behavioural root causes of child labour, and non-local researchers crucially depend on information shared by local communities.[62]
- Including a wide range of stakeholders helps to create **local ownership**, which is key to ensure that programme activities are taken up, and that are sustainable in the long term.[63]

Many rural areas adhere to traditional authority systems, norms, values, and practices. A comprehensive stakeholder mapping must include these traditional systems and their people of authority. Involving traditional authorities can be a precondition for communities to respect the programme and its governance system.

In the case examples we have studied, the following approaches were taken for inclusive and effective **stakeholder mapping**:

- In Asunafo Asutifi, Proforest used a **stakeholder matrix** which captured each stakeholder groups' interests and the extent to which they have influence in the area.[64]

---

[60] Proforest (2023); V. Awotwe-Pratt and B. Annan on July 24, 2023, personal communication; JICA (2022); Aidenvironment (2021)

[61] P. Gitta on June 26, 2023 R. Nakabuga on May 24, 2023, and A. de Kort, on June 26, 2023, personal communication; A. Asamoah on June 19, 2023; J. Asante on July 6, 2023, personal communication; WNCB (2022).

[62] V. Awotwe-Pratt and B. Annan on July 24, 2023, personal communication; Aidenvironment (2021); JICA (2022); Schouten et al (2023); A. de Kort, on June 26, 2023, personal communication

[63] Schouten et al. (2023)

[64] Proforest (2023).

- In the CLFZ pilot in Ghana, JICA sent out **surveys to actors** in the target zones who implement interventions to address child labour, identifying for each actor their area of activity; this allowed them to see how different initiatives could be brought together to reach the same goal, leveraging on each other's qualities.[65]
- In Uganda, Stop Child Labour approached the area asking "**Which individuals and institutions influence the lives of children here?"**[66]

Once a comprehensive mapping of all relevant stakeholders has been done, the next step is to convene all relevant stakeholders and initiate a dialogue aiming to come to agreements on programme approach and joint action. **Convening stakeholders** around a common vision for the programme is critical and lays the foundation for all following stages. The case studies reveal that this is an intensive process which can take considerable amounts of time and resources. The following good practices were identified for convening stakeholders:

- **Convening stakeholders under the coordination of a single programme and allowing different initiatives to leverage each other's contributions** may avoid fragmented approaches and intervention fatigue. Only when certain interventions are missing, these can be set up from scratch. Coordination can be conducted through multi-stakeholder platforms or by creating a board with representatives from different initiatives. This was the case in Asunafo Asutifi and the CLFZ pilot in Ghana. Asunafo Asutifi combined two existing initiatives, child monitoring system and poverty alleviation activities, creating an uplifting effect for both. In the CLFZ pilot in Ghana, the guidelines require initiatives to scan the landscape and primarily use existing initiatives. Such a process should be done adequately, however, to maximize its effectiveness and prevent leaving out important stakeholders. JICA's evaluation of the CLFZ programme found that the most successful communities had support from different initiatives, which demonstrated that collaboration across stakeholders is feasible and effective.[67]
- **Creating a consortium where private sector competitors can be placed in a pre-competitive space** is crucial as many private sector parties are competitors by nature.[68] A consortium can thus allow them to legally collaborate on important matters related to child labour. This is also important when child labour is a concern for different economic sectors present in the same region as seen in the ISLA Cavally case, where IDH focused on including private sector stakeholders from different value chains, including coffee, timber, cocoa, and others.[69]
- **Having a neutral convenor between public and private organizations** and without economic or political interests in the area is key as diversity in stakeholder groups may imply power imbalances and distrust.[70] The neutrality of the convenor is important to create trust between different stakeholders, a level playing field, and a pre-competitive environment (in which private stakeholders can collaborate).[71] Private and government stakeholders are often not in a good position to be neutral convenors due to power imbalances towards other stakeholders, such as farmers (e.g. farmers might hesitate to raise their voices against private companies who buy their cocoa). Therefore, in five out of six case studies, the lead convening organisation was an NGO or international organisation (e.g. UNICEF, IDH). The exception is CLFZ Ghana in which the Ghanaian government plays an important role. The convening process can be further facilitated if the lead convening party already has a collaborative network and experience in the area.[72]

---

[65] JICA (2022)

[66] Stop Child Labour. (2015). 5 x 5 Stepping Stones for Creating Child Labour Free Zones. ISBN: 978-90-70435-13-4. Retrieved from: https://www.stopkinderarbeid.nl/assets/Creating_Child_Labour_Free_Zones.pdf

[67] JICA (2022)

[68] R. Asare on May 31, 2023, personal communication; V. Awotwe-Pratt and B. Annan on July 24, 2023, personal communication; Schouten et al. (2023)

[69] Schouten et al. (2023)

[70] V. Awotwe-Pratt and B. Annan on July 24, 2023; NCRC (2020)

[71] NCRC (2020)

[72] Stop Child Labour (2015); J. Asante on July 6, 2023, personal communication; Schouten et al. (2023); Newsom at al. (2021)

To conclude, convening all relevant stakeholders is often a lengthy process, requiring large time and financial investments.[73] Regardless, it is a crucial process that is pivotal for the overall performance of a programme.[74]

Financing mechanism

Establishing an independent and responsive financial mechanism for the implementation of a landscape programme, designed to be sustainable beyond the end of the programme, has proven to be a major challenge in all six case studies. Key informants mentioned that securing investments from private actors was difficult.[75]

The following examples demonstrate that different arrangements are possible for collaboration between different investors in a landscape programme:

- **Different investors can fund different activities.** For example, in Kakum, different private sector investors are responsible for different geographical sub-areas of the total landscape, including for the implementation of interventions.[76] Similarly, in Uganda, a part of the CLFZ is funded by the private sector (a coffee supplier) and another part by implementing parties, including the Ugandan teachers' union (UNATU) and CEFORD (a rural development agency), who each invest in their own interventions.
- In Asunafo Asutifi, the programme applies a **pooled funding mechanism, where stakeholders make investments proportional to their financial capacity**.[77] However, all stakeholders have an equal share in the decision-making about the use of the funds. The costs of the first five years of the implementation were estimated at US$55.7 million, of which almost half are reserved for the creation of a governance system.
- In Cavally, **IDH started as the main funder and engaged in co-financing structures to attract investments from private and public sector actors**. An example of this is the coffee programme[78] financed by Olam and IDH in collaboration with local stakeholders including Ivorian Parks and Reserves Office[79] and the microfinance institution UNACOOPEC-CI[80]. IDH aims to gradually reduce its contribution and involvement in the programme once the multi-stakeholder coalition matures and can operate as an independent entity, and it is currently in the process of developing a sustainable financing mechanism.

Overall, it appears to be good practice to establish **joint public-private financial partnerships** where private (sourcing) companies contribute to the development of the area, taking responsibility for sustainable sourcing[81], and where public agencies take responsibility for the provision of social services, such as quality education, infrastructure, and social protection.[82]

Ultimately, setting up independent and institutionalised financial mechanisms can take a long time and can be difficult.

Coordination and governance mechanisms

Effective governance and programme management structures are the backbone of a successful landscape intervention, as was emphasized by key informants during the interviews.[83] They mentioned the following characteristics of effective governance structures:

- administrative structures with equity in representation,

---

[73] Schouten et al. (2023); Proforest (2023);

[74] J. Asante on July 6, 2023, personal communication. Proforest (2023); JICA (2022)

[75] J. Asante on August 15, 2023, personal communication

[76] NCRC (2020)

[77] Proforest (2023)

[78] https://www.idhsustainabletrade.com/news/opening-ceremony-sustainable-forest-management-in-the-cavally-region/

[79] https://www.oipr.ci/

[80] https://unacoopec.com/

[81] Stop Child Labour (2015)

[82] NCRC (2020); Proforest (2023); Aidenvironment (2021); Schouten et al (2023)

[83] V. Awotwe-Pratt and B. Annan on July 24, 2023, and D. Asamoah on June 19, 2023, personal communication

- equality in decision-making power,
- sufficient communication
- the ability to adapt over time.

By implementing a rigorous governance system, local needs can be efficiently communicated upwards, while simultaneously, decision-making can be communicated downwards. Effective and frequent communication between stakeholders at different level, including between national public agencies, is also key to ensure coherence in policies and strategic approaches. Some organisations, such as UNICEF, are able to lobby for specific needs in a given area,[84] while national agencies, such as ministries, may have the power to decide on appropriate investments.

Many landscape approaches aim to building relations with public agencies and invest in their capacity.[85] These agencies are formally responsible for the implementation and coordination of social services and have a mandate to implement and enforce laws. They are permanent institutions and are therefore a crucial pillar to the sustainability of the interventions after the end of the programme.

However, key informants highlighted that setting up set up appropriate governance structures can take a long time. According to the World Cocoa Foundation (WCF), taking the time to set up a governance system is critical, as it forms the basis for the rest of the programme, and beyond.[86] Also, it can be challenging to adequately represent a wide variety of stakeholders, often from large, predominantly rural areas, all with different needs and perspectives, and including individuals from different levels of society.

- In Asunafo Asutifi (Ghana), **communities are represented at different levels up to the Hotspot Intervention Area (HIA) Management Board**, which serves a more equal power distribution with larger actors, such as private sector representatives or government staff. Traditional leaders also have an important role in the governance structure of the HIA. In total, it took the programme six years to finalise its governance system. While this is indeed a long time, stakeholders agree that it was necessary for the programme to work efficiently and with balanced and equitable representation. They also believe that because landscapes and their stakeholders invariably change over time, this system allows them to adapt to those changes.
- In Côte d'Ivoire, IDH set up a **multi-stakeholder coalition** (MSC) in the Cavally area.[87] This coalition is a type of **public-private partnership based on a Memorandum of Understanding** to institutionalise the agreement. The programme works with specific thematic working groups where stakeholder inclusion is pertinent.
- In the CLFZ case in Uganda and in Work, No Child's Business (WNCB) in Côte d'Ivoire, Rainforest Alliance and the Stop Child Labour Coalition aim to **institutionalise agreements by way of bylaws** agreed with the local public authorities.[88] In both the CLFZ cases in Uganda and Ghana, an area can only be declared a 'child labour free zone' if they indeed have sufficiently institutionalised agreements and laws that protect children.

Defining the strategic approach and choosing interventions

Addressing child labour requires tackling its different causes simultaneously and accounting for the interlinkages between them. Programmes that aim to address child labour, whether landscape or traditional non-landscape approaches, must intervene in a holistic manner and include objectives that address multiple root causes to result in sustainable change. For example, the Uganda CLFZ programme recognises four root causes of child labour: poverty and market access, poor education systems, weak governance, and prohibitive

---

[84] WNCB (2015)

[85] Proforest (2023); Aidenvironment (2021); WNCB (2022); JICA (2022)

[86] V. Awotwe-Pratt and B. Annan on July 24, 2023, personal communication

[87] Schouten et al. (2023)

[88] Aidenvironment (2021); WNCB (2022)

community norms and practices.[89] The programme includes objectives related to each of them, because while each is individually linked to child labour, addressing them in isolation may not result in sustainable change.

The types of interventions used in the cases reviewed were the same as those used in other traditional non-landscape programmes which tackle root causes of child labour, meaning that no fundamentally "new" types of interventions emerged.

All case studies included interventions at multiple levels – household, community, regional and national. The following types of interventions were included in several of the reviewed landscape programmes:

- **Poverty reduction interventions***: support for raising farmers' productivity to increase agricultural income; support for income diversification; cash transfers; setting up Village Savings and Loan Associations (VSLAs); support to farmers for market access, etc.
- **Interventions to improve access to quality education***: provision of school meals; support to obtain legal identity documents for children; provision of school kits; setting up bridging classes; training and continuous support for teachers; etc.
- **Interventions for capacity building of local stakeholders**: transfer of programme management responsibility and capacity building support to the regional council; training social workers at district and community level; setting up and supporting Community Child Protection Committees, and linking them up with government social services at a higher administrative level; etc.
- **Interventions to change norms and values:** awareness-raising activities addressed at farmers, parents and teachers, often conducted by Community Child Protection Committees; training of and private sector stakeholders; organisation of a "child labour free week" with a series of events to highlight the dangers of child labour and the importance of quality education (Uganda CLFZ); creation of bylaws at the community level, with Child Protection Committees overseeing enforcement; support to design and implement policies to prevent and address child labour; etc.

Because landscape programmes target all households in the area, a good practice is to **combine interventions at different scales**, starting at the household level and zooming out to the community level, regional level, and ultimately the national level.[90] In the CLFZ in Uganda, interventions are implemented at the household level to address poverty alleviation, while at community level there are interventions that focus on norms and values regarding child labour. In collaboration with regional public institutions, education is promoted to support education attendance and improve school facilities and teacher quality. At the national level, institutions lobby the government for appropriate investments in the region.[91]

Some landscape programmes also include a **component of international advocacy activities and fundraising with international donors** to secure programme financing in the longer-term. For example, WNCB's fourth strategic pathway therefore focuses solely on international actors outside of the intervention area. The goal is to create knowledge on the prevention and elimination of child labour amongst high-level decision-makers. These activities are also addressed at policy makers in sourcing countries, such as government officials from the Netherlands, the EU, and the US, to attract (financial) support for the project. This was successful to the extent that the follow-up project, ENACTE, is financed by the EU and the Swiss government. Also in Côte d'Ivoire, IDH's ISLA programme is set up to attract new investors in the area. Besides financial support, IDH particularly encourages private investments to set up new financial flows. In Ghana, the

---

[89] Aidenvironment (2021)

[90] Proforeset (2023); Aidenvironment (2021); JICA (2022); WNCB (2022); Schouten et al. (2023)

[91] Aidenvironment (2022) ; WNCB (2022)

CLFZ pilot encourages the collaboration with NGOs and UN entities to lobby on their behalf at the (inter)national government for financial support.

Time horizon and sustainability

When applying a landscape or area-based approach, it is important to plan for a long period. This is because a landscape approach aims to set up long-term collaboration between stakeholders by way of an institutionalised governance system, which can take **time**. In Asunafo Asutifi, Proforest took seven years to complete this stage.[92] In contrast, the CLFZ pilot in Ghana was completed in two years, including setting up the governance system and the interventions. However, the results showed that a more comprehensive analysis of the area was needed to improve the convening process of relevant stakeholders. In the ISLA Cavally case, identifying and convening stakeholders, agreeing on goals, methods, and responsibilities, and finally reaching and signing a formal agreement took six years (2016-2022). In ISLA it was challenging to get the right stakeholders together at the same time or to receive input on plans and proposals. According to the World Cocoa Foundation (WCF), taking the time to set up a governance system is critical, as it forms the basis for the rest of the programme, and beyond.[93] It is also crucial to plan realistically due to financial reasons. If a programme does not plan realistically, it risks disbursing available funding in too short a timeframe.

Many of the elements mentioned above contribute to **sustainability**, such as holistic strategies, addressing multiple constraints simultaneously and setting up a governance system with the involvement of local public institutions. For the latter, ISLA IDH developed an exit strategy, ensuring that areas were able to act independently in terms of funding, governance, and interventions design. Another important element is the institutionalisation of agreements regarding child labour through bylaws, to ensure accountability.[94]

Scaling up is still seen as a key challenge for landscape and area-based programmes. Replicating what has been successful in new areas requires additional time and money. While it is difficult to conclude how scaling should be addressed, the cascading approach applied by Rainforest Alliance in the West Nile case in Uganda is interesting.[95] A high intensity zone with maximum interventions was surrounded by areas that received less treatment. By allowing and encouraging spill-over to these lower intensity areas—also by way of visits from different stakeholders to the high intensity area—the lower intensity communities were sensitised on key practices before becoming high intensity zones.[96] This may result in a reduced need for future investments to support development in these areas.

Measuring effects on child labour

Only one of the case studies reviewed found an impact on child labour reduction. This is a key challenge when trying to assess the potential for landscape approaches as a means of effectively preventing and addressing child labour. It is important to understand why most of the reviewed case studies did not see effects on child labour and find ways to address this in future landscape projects.

For two of the case studies (Asunafo Asufiti and Kakum Sustainable Landscape projects in Ghana), the **monitoring and evaluation framework** was not designed to measure impact on child labour. Among those that did attempt to measure impact, three case studies (Cavally landscape and WNCB in Côte d'Ivoire and the CLFZ Pilot in Ghana) are **too early in their implementation** to observe any effects on child labour. However, the CLFZ Pilot in Ghana and WNCB in Côte d'Ivoire did report improvements in indictors linked to the drivers of child labour, such as increased household income, greater awareness of child labour, and improved access to quality education.

---

[92] Proforest (2023)

[93] V. Awotwe-Pratt and B. Annan on July 24, 2023, personal communication

[94] Aidenvironment (2022); Schouten et al. (2023); JICA (2022); Proforest (2023); WNCB (2022);

[95] Aidenvironment (2021)

[96] Aidenvironment (2022)

The only project reviewed that examined impact on child labour and found that the project led to a decrease in its prevalence was the CLFZ West Nile. The evaluation concluded that the programme only had an effect and was expected to be sustainable in the high-intensity zone where various interventions addressed multiple drivers of child labour (see section 3.4.7). This highlights another challenge linked to the **varying intensity of activities** in landscape projects. It can be very challenging to implement the same intensity of activities across a landscape, yet it is also unrealistic to expect that intense activities in only a handful of communities will lead to measurable change across the landscape as a whole.

Furthermore, despite positive results in the CLFZ Pilot in Ghana and the CLFZ West Nile, these results could **not be attributed** to the programmes alone due to a lack of control groups or reliable baselines. This underscores some of the **data collection challenges** faced by landscape programmes, which include managing a large and dispersed target population of children without a central register, unclear data collection roles and responsibilities among multiple actors, and the need for diverse data collection tools due to the cross-sectoral nature of interventions.[97]

Developing a robust **theory of change** is a first step to addressing some of the challenges mentioned above. This obliges stakeholders to think about how change should happen to achieve desired objectives across the landscape. The Theory of Change provides the basis for an effective **monitoring and evaluation framework**, which should be developed at the start of the project, helping to identify challenges early on, test assumptions about how change happens, and inform changes to the programme so that intended impacts can be achieved. The **monitoring and evaluation framework** should ensure quality baseline data is available and identify appropriate strategies to ensure changes observed can be attributed to the programme, such as the use of control groups. Evidence of outcomes and impact is also vital for stakeholders to be able to make claims about their contributions to landscape outcomes.[98]

---

[97] A workshop on mitigation of child labour within the framework of landscape approaches was held on 14 September 2023 in Geneva, with broader participation from civil society actors, private sector companies, and UN agencies.

[98] ISEAL, 03 Landscapes position paper on making effective company claims about contributions to landscape outcomes - August 2023

Conclusion

The study found little evidence of any impact on child labour in the landscape case studies reviewed. Yet in theory, landscape approaches *do* have the potential to address child labour. The interventions delivered through landscape approaches are no different from those implemented, with success, through other types of approach – the main differences being the diversity of stakeholders involved, the ambition to combine multiple types of intervention, and to operate at larger scales. Therefore, it's important to understand why evidence of impact is lacking and find ways to address this in future landscape programmes.

A common explanation for the lack of evidence of impact is linked to the **long timeframes** needed for landscape projects to bear fruit. Many of the case studies reviewed in this report are either very young or only recently began implementation on the ground, following a long set-up and coordination phase. Where only limited activities have been delivered, it is not realistic to expect any observable impact on child labour. This is the case for the Asunafo Asutifi landscape in Ghana, the Cavally landscape under the Initiative for Sustainable Landscapes (ISLA) in Côte d'Ivoire, and the Work: No Child's Business (WNCB) programme in Côte d'Ivoire.

Another important barrier to obtaining evidence of impact is the lack of effective **measurement frameworks and mechanisms**. Measuring impact on social issues at a landscape scale is complex. The involvement of many actors and the varying intensity of different activities within landscapes can make this especially challenging. Robust frameworks for the measurement of outcomes and impact are therefore necessary, together with sufficient investment in the human, financial and institutional resources to do so. Such efforts were lacking in most of the case studies examined for this review. In one case, there was no monitoring and evaluation framework in place at all (e.g. Asunafo Asutifi landscape and Kakum Sustainable Landscape Project in Ghana), in others, there was no robust baseline or control group, making it difficult to attribute impact solely to the specific landscape programme (e.g. CLFZ West Nile in Uganda).

A third challenge relates to **scale and intensity**. Landscape programmes offer the opportunity to address issues across large geographic areas, but the scale of action needs to be meaningful in relation to the drivers addressed. Perhaps some drivers of child labour are better addressed at smaller (community) or larger (national) scales. Similarly, it can be very challenging to implement the same intensity of activities across a landscape, yet it is also unrealistic to expect that intense activities in only a handful of communities will lead to measurable change across the landscape as a whole. The CLFZ West Nile case study illustrates this well, showing the most promising results in areas where more activities were delivered.

Developing a robust **theory of change** is essential to address these challenges as it defines *how* change is expected to happen in a given context. The theory of change should be used to inform the design of the programme activities, as well as the monitoring framework. When designing the monitoring framework, it is important to adapt what we measure and in what timeframe according to the scale and intensity of the activities. Furthermore, well-designed monitoring frameworks include intermediate outcomes that can be monitored in shorter timeframes, as well as longer-term impacts. If shorter-term results are not observed as expected, the activities, their intensity and the expected pathways for change can be adapted accordingly, to achieve planned impacts in the longer term.

Recommendations

While the case studies analysed have (so far) produced very limited evidence of reduction in child labour, they have provided some useful lessons on good practices, which can inform the setup and implementation of landscape programmes to address child labour.

- **Plan for long timeframes and invest in cultural change**. Landscape approaches are long-term endeavours that require significant time to set up and even longer to achieve any results. It is essential to allow sufficient time and budget for planning and implementation, to effect sustainable change in norms, behaviour and practices.
- **Involve local communities, local public stakeholders**, **traditional authorities, and public and private organisations from the start**. This helps ensure the relevance of the programme design to the target area, the integration of local knowledge and the creation of local ownership and responsibility. Empowering local public stakeholders and supporting existing mandates can reduce dependence on external support.
- **Identify an independent and experienced party, with no economic or political interest in the area, to convene stakeholders and set up the governance structure**. A neutral party is well placed to create and environment and governance structure in which different stakeholders can work together. Selecting a trusted party with a solid network, prior to the start of the programme, may make it easier to engage stakeholders and help them reach agreements more quickly.
- **Develop a Theory of Change, involving all stakeholders, to align objectives and methods, and use this to monitor progress and impact**. Understanding who does what, where and for whom is an important first step. A Theory of Change is a useful tool for programme design and management – it obliges stakeholders to think about how change should happen to achieve desired objectives across the landscape. Monitoring frameworks should be closely linked to the theory of change, helping stakeholders to identify challenges early on, test assumptions about how change happens, and inform adjustments to the programme so that planned impacts can be achieved.
- **Invest in monitoring and evaluation to improve performance and measure impact.** Designing a programme with evaluation in mind from the start has several advantages: real-time data about program performance informs operational decisions and generates evidence of impact in the long term. Key considerations include linking the monitoring framework to the theory of change, ensuring quality baseline data is available, and identifying appropriate strategies to ensure changes observed can be attributed to the programme, such as the use of control groups. Evidence of outcomes and impact is also vital for stakeholders to be able to make claims about their contributions to landscape outcomes.[99]
- **Set up a solid governance structure with fair representation, to promote equitable decision-making, and institutionalise funding**. A balanced representation of perspectives and needs can support decision-making, as well as promote effective two-way communication on decisions (top-down) and needs (bottom-up). Governance systems should be set up to be self-sufficient in the medium to long term, helping to ensure that activities continue after the programme ends.
- **Design holistic intervention packages to address different root causes simultaneously**. Landscape approaches are good opportunities to combine interventions at multiple levels (household, community, regional and national), to address challenges going beyond a single supply chain.
- **Aim for joint public-private financial partnerships**. The development of pooled funding mechanisms, in which both public and private stakeholders contribute, ensures funds are available to implement activities and promotes shared responsibility for outcomes.

---

[99] ISEAL, 03 Landscapes position paper on making effective company claims about contributions to landscape outcomes - August 2023

Appendices

1. Interview list

Case study	Organisation	Date
Asunafo Asutifi	World Cocoa Foundation	24 July 2023
	Proforest	19 June 2023
	President HIA management board	6 July 2023
	Tropenbos	15 August 2023
CLFZ West Nile	Hivos	26 June 2023
	Rainforest Alliance	24 May 2023
	Rainforest Alliance	26 July 2023
ISLA Cavally	IDH	20 July 2023
CLFZ framework Ghana	JICA	14 June 2023
Kakum	NCRC	31 May 2023
	Cargill & ECOM[100]	11 July 2023
Work, No Child's Business	WNCB Alliance	14 June 2023
	UNICEF Côte d'Ivoire	27 July 2023

---

[100] Focus Group Discussion with lead farmers from Cargill and ECOM in charge of CLMRS in communities included in the Kakum Sustainable Landscape Programme.

2. Bibliography

Aidenvironment (2021). Results and insights from the child labor free zone program in West Nile, Uganda: Baseline study, endline study, and analysis. Retrieved from: https://www.rainforest-alliance.org/resource-item/results-insights-child-labor-free-zone-uganda-white-paper/

Antrop, M. (2005). *From landscape research to landscape planning. Aspects of integration, education and application* (pp. 27–50). Springer.

CARE & Wetlands International (2017). *A Landscape Approach for Disaster Risk Reduction in 7 Steps.* Retrieved from: https://careclimatechange.org/wp-content/uploads/2019/06/CARE_WI-A-Landscape-Approach-for-DRR-in-7-Steps-1.pdf

Child labour monitoring and remediation in Ghana's Cocoa sector: scoping study report, August 2021. Developed by an unknown consultant for NCRC.

Freeman, O, E., Duguma, L, A., Minang, P, A. (2015). *Operationalizing the integrated landscape approach in practice.* Ecology and Society. Vol 20, No. 1. https://www.jstor.org/stable/26269763

Forestry Commission REDD+ Secretariat., Le Groupe-conseil baastelltée. (2014). *Ghana M&E Framework for the REDD+ R-PP process.* Retrieved from: https://www.forestcarbonpartnership.org/system/files/documents/M%26E%20Final%20Draft_March_2014.pdf

Forestry Commission., GhREDD+. (n.d.). *Safeguards Implementation and Monitoring Report: KaKum HIA.*

Forestry Commission., Proforest., World Cocoa Foundation., Ghana Cocoa Board., UKAID., Partnerships for Forests (2023). *Asunafo-Asutifi Hotspot Intervention Area (HIA) Management Plan 2023 – 2032.*

Ghana Statistical Service (2013). 2010 Population & Housing Census: Atwima Mponua District. Derived from: https://www2.statsghana.gov.gh/docfiles/2010_District_Report/Ashanti/ATWIMA%20MPONUA.pdf

Ghana Statistical Service (2014). 2010 Population & Housing Cencus: Asunafo South District. Retrieved from https://www2.statsghana.gov.gh/docfiles/2010_District_Report/Brong%20Ahafo/ASUNAFO%20SOUTH.pdf

Ghana Redd+ Datahub (2023). Ghana Cocoa-Forest REDD+ Programme. Retrieved from: http://www.ghanaredddatahub.org/ecozone/details/1/

GIZ (2019). *Landscape Approaches; background paper.* Retrieved from: https://www.giz.de/en/downloads/giz2020-0174en-landscape-approaches-background-paper.pdf

Gyau, A.; Oduol, J.; Mbugua, M.; Foundjem-Tita, D.; Ademonla, D. (2015). *Landscape approaches to sustainable supply chain management: The role of agribusinesses. In Climate-Smart Landscapes: Multifunctionality in Practice*; World Agroforestry Centre (ICRAF): Nairobi, Kenya; pp. 295–306

Hamilton, R, J. & Walter, R, K. (2014). *A Cultural Landscape Approach to Community-based conservation in Solomon Islands*. Ecology and Society. Vol. 19, No. 4. https://www.jstor.org/stable/26269701

Hivos (n.d) *Work: No Child's Business. Côte d'Ivoire.* Project document.

ILO (2022). Establishing Child Labour Free Zones (CLFZs) in Ghana: Protocols and Guidelines. Retrieved from: https://www.5thchildlabourconf.org/sites/default/files/2022-05/Child-Labour-Free-Zone-Final-Document-pdf-2.pdf

JICA (2022). *Data Collection Survey on Child Labour and Support for Child Labour Free Zone Pilot Activities with a Focus on the Cocoa Region in the Republic of Ghana.* URL: https://www.cocoainitiative.org/sites/default/files/resources/12337036.pdf

Kraus, A. (2013). *Understanding Child Labor in Ghana Beyond Poverty. The Structure of the Economy, Social Norms, and No Returns to Rural Basic Education.* The World Bank Poverty Reduction and Economic Management Network. Policy Research Working Paper: no. 6513.

Kraus, A. (2016). *Understanding child labour beyond the standard economic assumption of monetary poverty.* Cambridge Journal of Economics. doi: 10.1093/cje/bew019

Lindt (2021). *Project Factsheet. Kakum Sustainable Landscape Project supporting the establishment of local governance structures.* Retrieved from: https://lindtcocoafoundation.org/files/factsheet_lcf_ncrc_2020-2024.pdf

Ministry of Finance (n.d.). *COMPOSITE BUDGET FOR 2021-2024 PROGRAMME BASED BUDGET ESTIMATES FOR 2021 ASUNAFO NORTH MUNICIPAL ASSEMBLY*. Retrieved from https://mofep.gov.gh/sites/default/files/composite-budget/2021/AH/Asunafo_North.pdf

NCRC (2022). *2021 Kakum Landscape Monitoring & Evaluation Report.*

NCRC (2020). *Learning About Cocoa Landscape Approaches: Ghana Guidance Document & Toolbox.* Retrieved from: https://partnershipsforforests.com/wp-content/uploads/2020/12/Learning-About-Cocoa-Landscape-Approaches-Online.pdf

Newsom, D., Moore, K. & Kessler, J.J. (2021). *The Cost Effectiveness of Three Approaches to Eliminating Child Labor in the Ugandan Coffee Sector.* Retrieved from: https://aidenvironment.org/wp-content/uploads/2021/06/eliminating-child-labor-uganda.pdf

Proforest (2020). Developing a deforestation-free climate-resilient sustainable cocoa landscape: process and approach: A case study narrative in Ghana's Asunafo-Asutifi Landscape programme.

Rainforest Alliance & Aidenvironment (2021): The Cost and Effectiveness of Three Approaches to Eliminating Child Labor in the Ugandan Coffee Sector. URL: https://aidenvironment.org/wp-content/uploads/2021/06/eliminating-child-labor-uganda.pdf.

Reichhuber, A., Iskandarani, M., Techel, G., Davis, L.; Panev, M. (2021) Evaluation of Initiative for Sustainable Landscapes Program (ISLA).

Sadhu, S., Kysia, K., Onyango, L., Zinnes, C., Lord, S., Monnard, A. and Arellano, I. (2020). *NORC final report: Assessing progress in reducing child labour in cocoa production in cocoa growing areas of Côte d'Ivoire and Ghana.* Technical report. NORC at the University of Chicago. URL: https://www.norc.org/PDFs/Cocoa%20Report/NORC%202020%20Cocoa%20Report_English.pdf.

Schouten, G., Kuijpers, R., Bitzer, V., Steijn, C., de Graaf, L., Az Zahra, A., Meijer, M. (2023). *Mid-term evaluation of the Initiative for Sustainable Landscapes (ISLA) programme 2021- 2025.* KIT Royal Tropical Institute. URL: KIT-2023-Final-Report-MTE-IDH-ISLA-Phase-2-Final-Web.pdf

Sigalla, H. L. (2013). *Trade-Offs between Wildlife Conservation and Local Livelihood: Evidence from Tanzania. A Journal of African Politics, Development and International Affairs.* Vol. 40, No.1, pp. 155 – 178

Stop Child Labour (2015). *5 x 5 Stepping Stones for Creating Child Labour Free Zones.* ISBN: 978-90-70435-13-4. Retrieved from: https://www.stopkinderarbeid.nl/assets/Creating_Child_Labour_Free_Zones.pdf

Tropical Forest Alliance, Rights and Advocacy Initiatives Network and Proforest (2022). *Leadership in Production Landscapes: Collective Private Sector Action in Asunafo-Asutifi, Ghana.* Retrieved from: https://jaresourcehub.org/wp-content/uploads/2022/10/Asunafo-Asutifi-HIA-Case-Study-Oct2022-final.pdf

UNICEF (2020). *Ghana Education Fact Sheets | 2020. Analyses for learning and equity using MICS data.* Retrieved from: https://data.unicef.org/wp-content/uploads/2019/07/Ghana_Fact_Sheets_Digital.pdf

WNCB (2022). *Annual Report 2022: Increased Synergy in Tackling Child Labour.*